

---

# LEWIS & CLARK COUNTY WATER QUALITY PROTECTION DISTRICT

## STRATEGIC PLAN 2014-2019

---

---

### MISSION

---

*To preserve, protect and improve water quality within District boundaries.*

---

---

### VALUES

---

We strive for **competent, knowledgeable stewardship** of the environment.

We practice **transparent** and **accountable** service.

We maintain a **culture of service** and **integrity**.

We **collaborate** with partners, customers and our community to preserve, protect and improve water quality.

---

---

### GOALS AND OBJECTIVES

---

#### **Goal 1: Improve the public's understanding of local water quality, water resources, and the District.**

**Objective 1.1:** Provide water educational opportunities to improve youth understanding.

**Strategies:**

- 1.1.1 Continue with and improve the Water Watchers program.
- 1.1.2 Assess middle school and high school teacher interest in water quality education.
- 1.1.3 Explore options for expanding youth water quality education opportunities.
- 1.1.4 Expand electronic communications.

**Objective 1.2:** Raise community awareness of water quality issues.

**Strategies:**

- 1.2.1 Increase social media use.
- 1.2.2 Revamp and maintain timely content on the website.
- 1.2.3 Produce printed materials to raise awareness.
- 1.2.4 Explore other communication options to increase community awareness.
- 1.2.5 Conduct an annual event with the community decision makers and the general public which is focused on District activities.

**Objective 1.3:** Promote education and activities to protect and improve water quality and water resources.

**Strategies:**

- 1.3.1 Collaborate with MSU-Extension on the Well-Educated program.
- 1.3.2 Answer public inquiries and provide assistance.
- 1.3.3 Provide educational seminars and workshops, in collaboration with partners where possible.
- 1.3.4 Use the Watershed Festival and other events to provide water quality information.

## **Goal 2: Collect, analyze, store, and disseminate water quality data and information.**

**Objective 2.1:** Operate surface and groundwater trends monitoring networks.

**Strategies:**

- 2.1.1 Develop objective based groundwater and surface water projects.
- 2.1.2 Conduct groundwater quality and water level monitoring.
- 2.1.3 Conduct surface water quality and flow monitoring.
- 2.1.4 Assess the monitoring networks to ensure that District priorities are being met.

**Objective 2.2:** Compile and store available water quality data and information.

**Strategies:**

- 2.2.1 Acquire needed data.
- 2.2.2 Compile data in forms that are accessible and searchable.
- 2.2.3 Use existing County, State or Federal databases to store and access data.

**Objective 2.3:** Analyze, interpret, and disseminate water quality data and information.

**Strategies:**

- 2.3.1 Develop reports on water quality issues.
- 2.3.2 Provide presentations for interested community groups and decision-makers.
- 2.3.3 Answer technical inquiries.
- 2.3.4 Make data and information available electronically.

## **Goal 3: Design and implement projects that protect and improve water quality.**

**Objective 3.1:** Identify, prioritize, and implement project opportunities.

**Strategies:**

- 3.1.1 Determine criteria for prioritizing projects.
- 3.1.2 Identify and implement projects that are priorities in the watershed restoration plan, in response to community needs, and in response to emerging needs.

**Objective 3.2:** Encourage public participation in water quality protection and preservation projects.

**Strategies:**

- 3.2.1 Improve community awareness of water quality projects.
- 3.2.2 Provide opportunities for public participation on projects.

## **Goal 4: Collaborate with other agencies, groups, and governments to fulfill the District's mission.**

**Objective 4.1:** Collaborate with stakeholders, groups, and agencies.

**Strategies:**

- 4.1.1 Identify and collaborate with stakeholders.
- 4.1.2 Collaborate with partners on relevant legislative issues.
- 4.1.3 Participate in policy formation and rulemaking processes.
- 4.1.4 Participate on the Lake Helena Watershed Monitoring Committee.
- 4.1.5 Provide technical expertise on District and stakeholder projects.
- 4.1.6 Maintain relationships with other Water Quality Districts.

**Objective 4.2:** Enhance external funding opportunities.

**Strategies:**

- 4.2.1 Complete grant reporting on a timely basis to build credibility with grantors.
- 4.2.2 Develop positive, collaborative relationships with cooperators and supporters.
- 4.2.3 Improve and build communication channels with community decision-makers.

**Objective 4.3:** Coordinate and assist with the operation of the watershed groups.

**Strategies:**

- 4.3.1 Continue as a fiscal sponsor for the Lake Helena Watershed Group (LHWG).
- 4.3.2 Provide staff support for the LHWG.
- 4.3.3 Maintain District participation as an active stakeholder in all District watershed groups.

## **Goal 5: Optimize organizational capacity to support the District's activities.**

**Objective 5.1:** Review fee structure.

**Strategies:**

- 5.1.1 Research new fee assessment systems.
- 5.1.2 Identify and implement assessment improvements.
- 5.1.3 Systematize the fee review process.

**Objective 5.2:** Move staff to permanent funding.

**Strategy:**

- 5.2.1 Identify budgetary options.

**Objective 5.3:** Evaluate existing staffing structure.

**Strategies:**

- 5.3.1 Develop succession plans as needed.
- 5.3.2 Participate in County workforce development planning.
- 5.3.3 Identify and provide appropriate professional development.

**Objective 5.4:** Conduct program evaluations.

**Strategies:**

- 5.4.1 Develop and track grant work plans annually.
- 5.4.2 Review fee process improvements annually.
- 5.4.3 Develop other work plans as necessary.

**Objective 5.5:** Identify opportunities for Quality Improvement.

**Strategies:**

- 5.5.1 Identify Quality Improvement (QI) training opportunities for staff.
- 5.5.2 Develop and implement a QI plan.

**Objective 5.6:** Implement a Board development plan.

**Strategies:**

- 5.6.1 Conduct an annual Board self-evaluation.
- 5.6.2 Develop and implement a recruitment process.
- 5.6.3 Provide professional development.
- 5.6.4 Review the by-laws every five years.

---

## REVIEW PROCESS

---

Strategic planning is a process, not a product. This plan is a record of the priorities of the District at the time of adoption. Review, discussion and modification as needed are a necessary part of successful implementation of the plan.

### Annual Review

The Board and staff will conduct an annual review. This review will be conducted in January or February each year and concluded prior to the initiation of the budget process. Board and staff will work together to evaluate success, challenges, and any changes in activities at the work plan level or strategies within the strategic plan.

### Review Activities

The District will review the following each year:

- Work plans and associated performance and workload measures.
- Progress toward fulfillment of the strategic plan.

Before a strategic review Board meeting in January or February of each year, the District staff will provide the Board with the following products to aid review:

- A brief annual report highlighting successes, challenges, and potential emerging issues.
- Any data and results from surveys, evaluations, or other forms of qualitative or quantitative measures that demonstrate progress toward goals, objectives, and strategies in this strategic plan.
- A list of strategies from this plan that have a clear end date or periodic review, with status indicated.

At the Board meeting, Board and staff will discuss the previous year. Any appropriate questions may be asked, but at a minimum, the following are likely to guide the discussion:

- What progress are we making toward our objectives, strategies and goals? What is going well? What is not going as well?

- Has anything changed in our operating environment that makes it easier or more difficult to address our goals and priorities? Do these changes necessitate a change in any of our strategies?
- Are there new water quality concerns that are not addressed in the strategic plan? Do we need to address them now?

The Board will then make a determination of priorities for activities for the following year. These will be written up and used to guide decision-making for the next year. These priorities will guide:

- Budget formulation.
- Annual work plans.
- Focus of attention on specific strategies and objectives in the plan.

The Board and staff may also choose to review specific strategies or objective priorities, if changes between annual reviews warrant it.

*Adopted February 25, 2014*

Reviewed: \_\_\_\_2015 \_\_\_\_2016 \_\_\_\_2017 \_\_\_\_2018 \_\_\_\_2019